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DIARY NOTES

DD/S *W R*

20 March 1964

1. I have been hassling with Bob Bannerman and [] for a couple of days now about issuance of another directive cautioning all OX-cleared personnel that all security restrictions remain in effect. I discussed this with Mr. Kirkpatrick and told him that I thought this would be an unnecessary duplication and recommended that we stand down. He approved and said that he was sure it was not General Carter's intention that we do this all over again since we had done it just before the President's press release about the A-11.

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2. I spent an hour and a half with Dr. Tietjen going over his organization and problems. I must say that for an M.D. he is certainly management-conscious and management-minded. In fact, he knows where every dollar of his money is going and where nearly every hour of his people's time is spent. He had no specific recommendations to make.

a. It is obvious to John and to me that his own office is overloaded. The principal problem grows out of the fact that [], his Deputy, is responsible for overseas medical service and support. When he is gone there is simply too much for John to handle alone, and the same is true for Frank when John is gone. What they really need is another doctor to relieve Frank of the responsibility for overseas medical service. They don't think that they have this doctor "in house," however, and it would take some time for a doctor coming in from the outside to learn enough about the Agency to do this job properly. The problem remains unsolved. John thinks that he may appoint [] as the Executive Officer and use him more and more in the front office. I agreed that this will help but it will not solve the problem.

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b. In terms of the future, I encouraged John to continue to work through [] to get his bioelectronic project on the rails. I have a feeling that this will not only make a contribution to our medical service but also to our polygraph program. Insofar as money and people are concerned John has quite a few vacancies, all of which, I believe, are in the A&E Staff. However, he may be short of dollars. I told him that, while I did not know where the money was coming from, I thought that the Agency was sufficiently interested in its personnel program, of which the medical program is really a part, to give him a few more dollars if he needs them. There is no doubt that he is handling his money or his manpower tightly.

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3. Walt Elder telephoned to say that the Director's office had been notified that [] was selected for one of the William A. Jump Memorial Awards. Written notification should be coming through in due course.

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4. [] were up to talk to me about a DD/P memorandum which proposes that ten of the thirty positions recently allocated to the Office of Communications for close support be transferred to [] FI Staff. [] does not concur in this although he, of course, does not debate the question of whether FI [] needs ten more people. I think that I have an idea which should solve this problem: Without taking any positions away from the Office of Communications, I think that we can take the savings in Office of Communications and DD/P positions resulting from the establishment of a central travel bureau and the decentralization of certification authority and give these seven positions to FI [] which ought to satisfy them. I want to present this to either Tom Karamessines or Dick Helms as a package and avoid, if possible, forwarding the DD/P memorandum to the Executive Director-Comptroller.

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5. [] reported that [] has levied another requirement on the Office of Communications for equipment to establish communications centers []. We agreed that, since the equipment we have on hand and which has not been used for the [] communications program was bought with the [] for that purpose, we have no alternative except to loan it to them. I authorized [] to do this but suggested that when he responds to Jack's letter he tell him that this is all; there isn't any more.

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6. I talked to Mr. Kirkpatrick about a number of things.

a. I told Kirk that I was hesitant to lease 16,500 square feet for [] because he had previously told me that the Director was opposed to leasing any more commercial space. I recommended, however, that we go ahead and do this since it will actually free more permanent space at 1717 H Street for other Agency components. Kirk approved and I have notified Jim Garrison by buck slip that it is okay to proceed.

b. I reviewed with Kirk his instructions to publish a new special form for rating supervisory abilities and executive potential. I reiterated my previous position, the gist of which was that I was opposed to using two Fitness Report forms and did not see why we could not accomplish what we wanted with one form. He said that, inasmuch as DD/P and DD/S were both in disagreement with this new form, we should

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hold the whole thing in abeyance for six months and see if our Fitness Reports have improved sufficiently to make it unnecessary to publish and use this additional form. We should therefore set up a tickler on this for 20 September 1964 to make some evaluation at that time.

c. Mr. Kirkpatrick apparently does not agree with the proposed Headquarters Regulation on assignment policy which grew out of General Carter's request to me that we tighten up procedures to clear accounts and to tidy up everything when an employee is transferring from one component to another. I asked for permission to refresh my memory on this and discuss it with him again. (I have asked [] to get the background together for me.)

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d. I talked with Kirk about Bud Wheelon's request to "plush up" some of the DD/S&T offices for scientists, move some partitions, etc., which would cost about \$25,000. I told Kirk that I knew the Director was very interested in having our scientific personnel have decent and comfortable quarters and that I was, in fact, very sympathetic to Bud's request. On the other hand, pursuant to his instructions about economy we have turned down within the past few weeks many requests for rugs, drapes, Class A furniture, and the like from supergrades, including the Deputy Directors. I pointed out to Kirk that, if we were going to go ahead and take care of Bud's people in this way, we were going to have to let down the bars a little bit in other areas. He said that he understood the problem and would rely completely on my judgment as to how far we should go. (Hence, I will want to have a talk with Bud and/or Jack Blake in this regard very soon indeed. I think definitely that we are going to have to relax on this score. We can't turn down people like Ray Cline, [] etc., and at the same time plush up the offices of every scientist who comes on board.)

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e. I talked with Kirk about the survey which DD/S&T wants an industrial firm to make of the Office of Computer Services. Kirk said that he had talked to both [] and Bud Wheelon about this and was satisfied as to the necessity of the survey. In short, he approved of going ahead. I said that I was not objecting in any way to the survey but did not want to go to a lot of trouble clearing these people unless the survey was actually going to be made.

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f. I discussed with Kirk []'s proposed memorandum for General Carter to send to the Deputies about cleanliness and improved maintenance standards for the building. I said that I guessed I should be the last to discourage any enthusiasm for improving this situation which certainly needs improving. However, insofar as DD/S and the Office of

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Logistics were concerned, we did not need a memorandum to make us keep up the pressure on GSA and PBS. I disagreed with the ideas of having the Director of Training crank this subject into all training courses, the Director of Personnel modify Fitness Reports to require that people be rated on attention to office cleanliness, etc., and I thought in addition that we would get a very bad psychological reaction from our employees if we assembled them in the auditorium to deliver a lecture on this subject. I suggested that in lieu of all this General Carter or Mr. Kirkpatrick, either in writing or at the Executive Committee and Senior Staff Meetings, continue to hammer home the idea of improving the situation through the chain of command. Kirk implied that he agreed with my position. (We will see what happens.)

g. I reminded Kirk that we needed to make some decision about the JMWAVE housing [] sometime soon. He said that he had deferred this because [] was out of town but that he definitely would have a meeting on the subject sometime next week.

* * * * *

7. I talked to Mr. Kirkpatrick about the following:

a. I asked Kirk what he proposed to do about []. He explained that he proposed to take [] on his staff in the very near future and to have him located out here somewhere where he would work closely with the War Plans Staff. As far as [] is concerned, Kirk felt that his retention was not justified and said that he would so inform him within the next few days. As I understand it, [] prefers to remain on duty until about 15 October 1964, so we will just have to stand still for a few days and see what develops. (I have so advised Emmett Echols.)

b. I talked with Kirk about the promotion of [] to grade GS-16. He requested that I consider a "tombstone" promotion for Boyd. I told him that I thought Boyd was a very fine technician and I was sure that he had been a tower of strength to John Clarke because he is a technician. On the other hand, he does not have the confidence to be the Chief or even Acting Chief of the Budget Division for a short period. He is not qualified in my judgment to examine in total and substance, as well as in terms of dollars and cents, a DD/S&T, DD/P, or even a DD/S program. I do not think that we should underpay such valuable technicians with the many fine qualities that Boyd has. The question is, "How much are you going to pay for this kind of individual with

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definite limitations?" To me the top of a grade GS-15, which is now \$19,270 and will be higher, is a pretty good salary. I look upon the supergrades as general officer types who have possibilities for broad utilization in the Agency and who have some capability for being more than technical accountants. I told Kirk that I would go along with a "tombstone" promotion for Boyd provided that he felt strongly that he should have it and that we didn't put the tombstone up too early. If he is not going to retire for another five years, it seemed to me that this might be a little early. He said that this gave him some new thoughts about the matter which had not occurred to him before and that he would like to think it over further before making any final judgment.

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